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CIA CAREER COUNCIL

16th Meeting

Thursday, 15 December 1955

DCI Conference Room

Administration Building

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Present

Harrison G. Reynolds
Director of Personnel
Chairman

Matthew Baird
Director of Training
Member

[REDACTED]
Chief of Operations, DD/P
Alternate for DD/P, Member

25X1A9a

[REDACTED]
Deputy Director of Communications
Alternate for Director of Communications, Member

25X1A9a

Lyman B. Kirkpatrick
Inspector General
Member

25X1A9a

[REDACTED]
Special Assistant to DD/I
Alternate for DD/I, Member

Lawrence K. White
Deputy Director (Support)
Member

25X1A9a

[REDACTED]
Executive Secretary

25X1A9a

[REDACTED]
Reporter

Guests

Norman Paul, Legislative Counsel
[REDACTED] Office of Training
[REDACTED], Office of Training
[REDACTED] Deputy General Counsel
[REDACTED] Office of Personnel
[REDACTED] Office of Personnel

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. . . . The 16th meeting of the CIA Career Council convened at 4:00 p.m., Thursday, 15 December 1955, in the DCI Conference Room, Administration Building, with Mr. Harrison G. Reynolds presiding

MR. REYNOLDS: The meeting will now come to order.

I presume you have all read the minutes of the last meeting. Are there any changes, errors or omissions? If not, they stand approved.

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MR. [REDACTED] is out of town and [REDACTED] is going

to represent him today. He is not here yet, but we do have a quorum.

MR. REYNOLDS: Before we start on item 2 I'd like to call your attention to some statistics which have just been handed to me by the Executive Secretary. Four sample regulations, drawn at random, were sent to 19 addressees in 71 copies, and one regulation took 220 days, another took 140, another 242, another 127, or an average of 182 days to get concurrence. That is one of the reasons why it is difficult to get these things through.

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MR. [REDACTED] We couldn't put the Fitness Report out on 1 January unless we used emergency measures, and that is what these on the agenda are.

MR. REYNOLDS: In order to shorten these agendas we will have to have a meeting once a week until we get caught up.

Item 2 on the agenda is my report on the status of "Promotion and Assignment Policies" and "Manpower Staffing Requirements." Everyone here was at the meeting on Monday at which I reported to the Senior Staff on these subjects, and I assume no further report is necessary.

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. . . Mr. [REDACTED] joined the meeting . . .

MR. REYNOLDS: Item 3, "Reduction in Force in Relation to Membership in the Career Staff" is postponed to a January meeting. So the next item is the "Installation of the New Fitness Report," an oral presentation by [REDACTED]

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MR. [REDACTED] Are there any samples of this Fitness Report?

MR. REYNOLDS: Aren't they attached to the agenda?

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MR. [REDACTED] No.

. . . . Copies of the new Fitness Report were then distributed to the members of the Council

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MR. REYNOLDS: [REDACTED] will you take over now?

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[REDACTED] Gentlemen, I am addressing old friends on a familiar topic at this point because you people have been in the best position to know what a controversial topic this has been. When you have a controversial topic you know that there seems to be only one or two ways to approach it: one is to make every effort to find a consensus, and then, once that consensus is determined, to hope that people will accept the decisions and really implement the policies. You gentlemen, too, are in a very good position to know the kind of effort that has gone into the preparation of this new Fitness Report, and the procedures that surround it. This effort has been shared by the Office of Personnel and the Office of Training. There has been a very sincere and genuine effort on all of our parts to find out what supervisors want, how they were using the past report, and what kind of policies they felt they could live with. Now that is all water over the dam. What is presented here, in effect, is carrying out your request to devise a training program within the short time that we have allotted to us. From one point of view this is a very short time to prepare anything that can be dignified by the word "training." From another point of view it might be considered to have an advantage, and that is that a Fitness Report in an organization of this size should more or less be able to stand on its own feet, with a minimum of training. In any event, we have tried very hard to do the maximum we could within the time allowed.

The training program essentially consists of four parts. No. 1, an indoctrination of senior personnel in the Agency concerning the background of this Report and the policies that this group would like to have implemented, so that they have a clear understanding of their role in this process, as well as the fact that they are in a strategic position to answer questions that come up within the components and within their offices and divisions. The second phase of this program comes a little closer to what might be called real training. Under the direction of

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[REDACTED] who is sitting over there, the Management Training Staff of the Office of Training will, in relatively small groups, attempt to indoctrinate key personnel and career service people within each office and division in order that they may answer any questions that come up on this Report. And to make this training realistic, we are sending out to those people, in advance, a copy of the Fitness Report, with instructions, and asking them to give it a dry run themselves, in effect, so that they come to these meetings prepared with realistic questions and not with opinions based on past experience. Thirdly, we have prepared a handbook, and by "we" again I mean the Office of Personnel with some assistance from the Office of Training, which will be circulated to all supervisors in the Agency, both here and

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overseas. Finally, we are hoping to prepare a series of "film strips," I believe that would be the proper name, to go along with a recorded talk of some sort, that can be circulated to all the offices overseas. Finally, there is some consideration being given to have a few key personnel people come back from overseas in order to get indoctrination and training on the Report.

In all this voluminous material that you have in front of you on the Report I think it is safe to say you have considered seriously every item save possibly two: one is, there are three reports required; and the second is the role of the reviewer. Concerning the three copies of the report we can simply say this, there is great push and pressure to get these Reports into the Personnel Files so that immediate action can be taken upon them. One copy of the Report is always going to be delayed if it is processed and certain information put on IBM cards so we can carry out a research function before the Office of Personnel copy has gone through and certain information taken off of it before it went into the Official Personnel Folder. By having three copies of the Report we can get that copy of the Report into the Folder quicker.

The other point perhaps even deserves more serious consideration. We are asking, after very careful consideration, that the policy be that the reviewer does NOT send back Fitness Reports for revision. Now we do this for several reasons. One is, we feel that it is the supervisor's responsibility to evaluate his people, and sending it back with instructions to change it, really undermines his position. That is point one. Secondly, evaluation of employees is a key point in evaluating a supervisor himself; therefore his opinion should stand on the record as evidence as to whether he is or is not fit to maintain his supervisory position. Thirdly, there is a legal question involved that may come up sometime, and that is if one of these things ever gets before a Civil Service hearing as evidence, and the supervisor says that was not his opinion but "my supervisor forced me to sign it" - I think our case would be very weak. I think that is a rare possibility, though, and I regard the first point, about the supervisory responsibility, as a more important consideration. We do hope you will adopt that policy and attempt to see that it is employed in your own respective components.

I'd like to close this with a funny story on Fitness Reports, but Fitness Reports don't seem to lend themselves to that. But I might tell you about a cartoon that appeared in the New Yorker concerning aptitude testing. In this cartoon this man is saying to his wife, "Honey, I took some aptitude tests today and

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it's a good thing I own the business." [Laughter]

MR. REYNOLDS: Gentlemen, the first sheet in this package that has been presented to you is a brief which we hope you will approve so that we can start off this exercise on Fitness Reports with a meeting next Tuesday at 11:00 o'clock, to which we have invited all Assistant Directors and Directors of Offices in the DD/S, and the Chiefs of Senior Staffs and Area Divisions in the DD/I and DD/P.

25X1A9a MR. [REDACTED] These are ready for delivery and will be hand-carried tomorrow morning if you approve--

MR. REYNOLDS: If you approve that action.

COLONEL WHITE: We have to approve the Fitness Report first.

25X1A9a MR. [REDACTED] The Fitness Report has long since been approved. We have had about 20,000 printed.

25X1A9a COLONEL WHITE: I thought that was what [REDACTED] was trying to sell us.

25X1A9a MR. [REDACTED] Who approved the Fitness Report?

MR. REYNOLDS: This body here - very, very carefully.

25X1A9a MR. [REDACTED] This document [indicating Fitness Report] here? I have never laid eyes on it before. I have never laid eyes on that document in that form.

MR. REYNOLDS: I know we have had it here. We have had copies here twice.

MR. [REDACTED] I saw a copy of something, but not this.

MR. REYNOLDS: I beg your pardon, gentlemen, but I am sure the record as taken by our stenotypist will indicate that you were shown this on two occasions.

25X1A9a MR. [REDACTED] It doesn't make any difference one way or the other now, but I am certain that I have never seen this document in this form.

COLONEL WHITE: I don't think I've seen it.

MR. KIRKPATRICK: At the time the Director wanted to put in here an evaluation of the job--

MR. REYNOLDS: That was the second time it was shown.

25X1A9a MR. [REDACTED] It had been approved before that meeting.

I'll read from the transcript of the last meeting [15th Meeting] of this Council, on 17 November 1955. [Reading]

"MR. KIRKPATRICK: I move, then, that the Chairman of the Career Council advise the Director by memorandum that the Career Council believes this is an inadvisable method to assess jobs, and that it distorts the true purpose of the Fitness Report, but respectfully suggest that the Management Staff be requested to devise a method for job evaluation, paying due heed to the level at which said job evaluation is conducted."

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25X1A9a MR. [REDACTED] I remember that piece of prose, but I don't remember seeing this form.

25X1A9a MR. [REDACTED] (Continuing reading from above-mentioned transcript):

25X1A9a "MR. [REDACTED] We stopped the presses on the Fitness Report until this motion could be passed. Shall we start them tomorrow morning?

25X1A9a "MR. BAIRD: Good. May I ask when it now appears they can be used?"

MR. [REDACTED] In other words, at two meetings--one a month before this one--

it had been approved, and it was already being printed when this came up, and we

stopped the presses. That printing was done as a result of the approval by this

25X1A9a Council of the Report when [REDACTED] briefed the Council and explained what it was all about.

25X1A9a MR. [REDACTED] I haven't laid eyes on [REDACTED] for six months. 25X1A9a

25X1A9a MR. [REDACTED] I know. I believe you asked, "Where is [REDACTED] and I said he was in [REDACTED] But the Fitness Report Task Force, which consisted of Gordon [REDACTED] and myself, made our report to the Council, 25X1A9a and the Council approved it.

MR. KIRKPATRICK: This was last July.

COLONEL WHITE: I remember that meeting, but I still haven't seen this form before. 25X1A9a

DR. [REDACTED] I have been gone since August.

25X1A9a MR. [REDACTED] It was in September or October, and Sherman Kent was sitting for the DD/I.

25X1A9a [REDACTED] The only thing I can add is that I was informed, upon my return, that the Report had been approved, with two changes.

25X1A9a [REDACTED] was here in your place [] indicating Mr.

25X1A9a [REDACTED], at the meeting at which the Report was approved. That was the September meeting.

MR. REYNOLDS: I would like a vote of approval of this first sheet in this package, if you are now convinced that the Fitness Report is a proper document to be circulated throughout the Agency.

25X1A9a MR. [REDACTED] I naturally have no opinion, my opinion having been prejudiced by an earlier action.

MR. KIRKPATRICK: I think the cover sheet is fine, but I do have a serious question, Harry--and this probably is not the forum in which to debate this--but I don't think we are ever going to cut down on the paper work in the United States

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Government or in the Central Intelligence Agency if we have to put out two regulations and two notices, all of which say, to my mind, the identical thing.

25X1A9a MR. [REDACTED] One is a sterile version, and it's the CI Staff and the Cover Division--

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25X1A MR. KIRKPATRICK: You change Agency to [REDACTED]

25X1A9a MR. [REDACTED] We don't do it, Kirk. We have no choice in that matter in the Office of Personnel.

MR. KIRKPATRICK: These notices simply describe what is in the regulation.

MR. REYNOLDS: The Cover Division has no connection with the Office of Personnel.

25X1A9a MR. [REDACTED] The CI Staff and the Cover Division prescribe those procedures and rules.

MR. KIRKPATRICK: The Hoover Commission pointed out the largest export for Washington is industrial waste paper, and there, I think, we have a good example of it. And, also, it's one of the reasons we are driving our supervisors nuts with reading material. This could all be covered in one simple regulation which would go overseas and here, without a notice to cover it. But, as I say, this is probably not the proper forum to discuss that. But don't you agree, Red?

COLONEL WHITE: I certainly agree we get out too much paper and take too much paper to say what we say.

25X1A9a MR. [REDACTED] There isn't any wonder nobody knows what the regulations say, because you have to take annual leave to read them.

25X1A COLONEL WHITE: But I don't think at this stage we can get out a slightly [REDACTED] headquarters--

MR. BAIRD: There is a provision somewhere in this batch of papers for research after we have approved this. I suggest we table that report of the research, but I would also like something else to be put into that research exercise, and that is to see if we can't cut down on the number of reports that have to be put in.

MR. KIRKPATRICK: Fitness Reports?

MR. BAIRD: Yes.

MR. KIRKPATRICK: What I worry about mainly in this, Harry, is that Fitness Reports--I don't care how good the supervisor is, it's a task that most people don't like, basically. I think Ed has come up with a good Fitness Report, and I think this one is a tremendous improvement over that psychological examination we presently have. I always feel I am not going to pass the test myself, when I put those "X"es in. I

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think this will be a great step forward. But what I worry about is if this arrives on the supervisor's lap with 20 pages of explanation, he is going to be in a pretty depressed state by the time he fills it out. I think the handbook is good, and I think Elliott also ought to get out a handbook covering all supervisory responsibilities so that somebody who is a section or branch or division chief will have it in his safe, and if something comes up and he doesn't know what to do he can grab the index and answer it. I just don't see the necessity, though, for a sterile version of a Fitness Report regulation, which doesn't say anything--the only word in there that is contaminating is "Agency" and it could be the Civil Aeronautics Authority, for that matter.

25X1A9a MR. [REDACTED] I know that is true.

25X1A9a MR. REYNOLDS: Well, in the interest of simplifying it, if Messrs. Wisner and [REDACTED] will tell us to do it the other way--because this instruction that we follow comes out of their component--

25X1A9a MR. [REDACTED] In answer to that, Harry, I would think that it was possible to write one for both.

COLONEL WHITE: We might reverse it [REDACTED] head-25X1A quarters.

25X1A9a MR. [REDACTED] Why not--if you want--put the cryptonyms in here? Everybody who reads these things, at least in our part of the shop, would understand. No, I guess that probably wouldn't work. I haven't noticed anything in here that discusses anything. As long as we don't mention CIA it won't do any harm at all.

MR. REYNOLDS: May we proceed with this meeting on Tuesday next, and when I open that meeting I will so state, that that is an item which is under consideration and will probably be approved and only one regulation will be issued.

25X1A9a MR. [REDACTED] Couldn't we do it without the notice?

MR. KIRKPATRICK: I don't see what the notices add.

Ed, do you feel strongly on the notices?

25X1A9a [REDACTED] No.

25X1A9a MR. REYNOLDS: Just the handbook and one regulation?

MR. [REDACTED] Let's skip the notices, then.

25X1A9a MR. [REDACTED] I'd vote for skipping the notice.

MR. REYNOLDS: Then I will state it in the form of a motion and request that it be passed, that a meeting be held on Tuesday, the 20th of December, to brief the senior officers of the Agency on the new Fitness Report procedures, and that in

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the preamble to that meeting, when I introduce [REDACTED] I will state that there will be only one regulation and a handbook which will be issued for personnel of the Agency [REDACTED]

MR. [REDACTED] We will get that out tomorrow.

MR. BAIRD: Second.

. . . This motion was then passed . . .

COLONEL WHITE: How many people are to come and how are they going to be invited? Are the deputies responsible for doing it?

MR. [REDACTED] These have been addressed to the operating officials of the Agency.

COLONEL WHITE: To the people you want to come? But I don't need to do anything?

MR. REYNOLDS: You don't need to do a thing.

MR. [REDACTED] There is a list of 42, and they are asked to bring one or two of their key officials.

MR. REYNOLDS: We would like to have all the AD's from the DD/I, all of the directors from your component [indicating Colonel White], and all of the senior staff chiefs and area division chiefs from the DD/P.

MR. [REDACTED] The total list adds up to about 90, and counting vacations and sick leave and what not, we are sure we can get them in.

MR. REYNOLDS: Any further questions in this connection?

MR. [REDACTED] Here is a critical point: Do you want three copies, which means an additional burden on the individual to make three copies, one for his Career Service Board, one for the Personnel Folder and one for research purposes; or do you NOT want a copy for research purposes, or do you want to delay getting the second copy into the Official Folder so that the necessary research data can be taken up? That is the issue, as to whether you have two copies or three.

MR. KIRKPATRICK: I think [REDACTED] would have to comment on the re-search program.

MR. REYNOLDS: What is your feeling on that, Ed?

MR. [REDACTED]: Well, he doesn't care, I think, because the research can be done with two copies.

[REDACTED] It's the matter of delay. We can do it either way.

MR. KIRKPATRICK: Essentially it's the timeliness of the research?

[REDACTED] That wouldn't be affected, essentially, because the only

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way you can do this is to pick it up as you do it and punch it on IBM cards, but when it is being punched on IBM cards it is not getting into the Personnel Folder-- that would be the delay.

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MR. [REDACTED] The point is after it gets into the Personnel Folder you can't get off the data on which the research is based. It's the gathering of the data and not the research.

MR. KIRKPATRICK: The third copy would be purely for research?

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MR. [REDACTED] As it is now we get two, and the one which goes to the Personnel Folder is delayed for a month, getting into the Personnel Folder, while the data is being taken off of it.

MR. BAIRD: The important thing, to me, is that there are certain personnel actions such as overseas transfer of positions, which are held up by receipt of the Fitness Report. Now if receipt of the Fitness Report means it just doesn't get to the Personnel Office, that is fine, but if it means an action can't be taken until it has gone through this 2- or 3-week delay, then no.

MR. KIRKPATRICK: The third copy is well worth its usefulness.

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MR. [REDACTED] It's just more difficult for the people who have to slide that extra copy into the typewriter.

MR. BAIRD: I make mine out by hand, using carbon paper. I don't see that a second carbon paper would make any difference.

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MR. [REDACTED] The form has been designed to take 3 copies, if you want to do it.

MR. KIRKPATRICK: This form is easier to do a carbon on.

MR. BAIRD: There is less chance of error on this one than the other.

MR. KIRKPATRICK: Let's try three copies for a year and see how it works.

MR. REYNOLDS: Mr. Kirkpatrick moves that three copies be prepared. Do

I hear a second?

MR. BAIRD: Second.

. . . This motion was then passed . . .

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MR. KIRKPATRICK: Harry, could you go back to item 3 on the agenda again? If you are going to bring item 3 up again at a future meeting--this is [REDACTED] report on Reduction in Force--I have a couple of questions I would like to have answered when that comes up. Actually, I've tied that item in with item 5, "Cancellation of Membership in the Career Staff," so we can take it up when we get to item 5.

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MR. [REDACTED] Could I check a couple of points? These approvals on the

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Fitness Report are explicit approval of the reviewing official--that he will not require the supervisor to re-do it? Is that correct or not? [REDACTED] asked because this involves a training program, and we want the policy to be straight this time so there isn't a fuzziness about what we are supposed to do.

MR. KIRKPATRICK: I don't know. I worry about that, because in this last group I had I sent all of them back.

MR. BAIRD: How did you send them back? Suggesting they "reconsider" or did you say, "You will change it"?

MR. KIRKPATRICK: I didn't say I would change it. I suggested that they reconsider it, and that it was their responsibility.

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MR. [REDACTED] Was it substance or the fact they weren't complete?

MR. KIRKPATRICK: In this particular instance I thought they all over-evaluated the people who worked for them. Of course, that is what you don't want.

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[REDACTED] That is right. We would rather have the supervisor's statement in black and white, and if you thought they were over-evaluated you could simply add the statement, "This person is over-evaluated" and "I would rate him thus and so." What I was planning on telling the senior officials was that if a reviewer ever gets a report on which his disagreement is so profound, the easiest thing to do is to fill out a new one and attach it, for two reasons: one, as I said, the responsibility of the supervisor gets undermined when we send it back; and, secondly, it stands as evidence, and you have evidence that shows he can't evaluate. If you have him change it, it no longer represents him, and there is no evidence left on which appropriate action, either good or bad, can be taken.

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MR. KIRKPATRICK: You're right across a command relationship there; in other words, if [REDACTED] sent back all his division and senior staff evaluations on their deputies, and that is indicated in this, or he has to write an endorsement on each saying they are over-evaluating or under-evaluating, you are right across a command relationship.

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[REDACTED] That is right. That is why we wanted to get it explicitly out in the open as an Agency policy, by you people in that position. Our personal feeling is that we lose when we send it back, in the long run, and the fact that the supervisor has to stand on his own, and the reviewer isn't helping him evaluate--

COLONEL WHITE: I think the principle is all right, but I believe myself--at least, when I get one that I don't think is right I discuss it with the man who made it out, and, as Kirk suggested, I would not tell anybody to change it. As a

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matter of fact, I have been on both ends of that in the military a number of times, both where the regimental commander would suggest I change it and where I as the regimental commander suggested it be changed, and I have stuck by my guns on both sides. I don't think any supervisor ought to put pressure on the subordinate to change it, but I certainly don't think discussion of the forms ought to be prohibited. You just say, "The reason I don't agree with you, Joe, on this, is thus and so"--and if he still feels he is right then I would encourage him to put it down there.

25X1A9a

MR. [REDACTED] And then rate him accordingly on his ability to rate.

COLONEL WHITE: If necessary, but that isn't necessarily a reflection on him. If that is his honest opinion he should put it down there.

MR. BAIRD: And your honest opinion of him. I have just done this, I have rated a division chief by saying I thought he had a tendency to overrate his people. I put that on his efficiency report.

COLONEL WHITE: While the policy is sound, I don't think you should preclude discussion, because many times you see his point of view and you do agree. If there is a basic disagreement then it ought to stand, but it doesn't look particularly good in an office to have a wide difference of opinion between two people, and normally you wouldn't have, if you discuss it.

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MR. [REDACTED] I think you have two problems here. One is the one in which there is a basic disagreement, and I certainly would emphasize you should never tell a division chief, "Look, I don't like this. You will rewrite it along these lines." I think you would be terribly out of order, and you should be unofficially reprimanded for such conduct. On the other hand, you have a problem, particularly where these things are new, and the whole system is fairly new, of what amounts to education and training, and I do not, a bit, refuse to help any division chief that comes to me and says, "Gee, I have to mark a bunch of people" and "what do I think about marking this" - and so forth, and I think I am perfectly right and ethical in doing it. But what they finally sign off, that is their opinion and I would never ask them to change it afterwards.

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[REDACTED] The policy as stated does not prohibit discussion of any kind prior to the rating.

MR. BAIRD: Prior to the signing.

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[REDACTED] And it really doesn't prior to the signing. What we would encourage is that most discussion take place prior. That is one reason we try to keep people informed, through training, in each office and division, so that someone

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is there who knows the intent in each part of the efficiency report. So if we get discussion before, that is perfectly all right, but if you have discussion after that it will only be bad if there is any pressure placed. Now the tendency there is if one calls in his subordinate and says to him, "Now I think thus and so" - that situation alone creates pressure, almost, because normally the subordinate is going to say, "Well, it's my boss, after all" - and he would tend to change it. So, therefore, we would encourage that the discussion be prior, and afterwards accepted, and then make out another one if you differ on it, and send them both in.

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MR. [REDACTED] Of course, there's a mechanical relationship. If someone brings up a Fitness Report which he obviously didn't know how to mark and my opinion would vary--if he learns to mark it better, then fine, but if he never learns then it would show up in my rating of him. But if I get one obviously out of line, I don't think that should go on forever. I think I should call him in and say, "Look, Joe, let's sit down and go over this situation here" - and point out the finer points of my beliefs in Fitness Reports. And it would be perfectly legitimate for him to tear up the one that was so badly out of line, to eliminate hurting himself. You can't lay down a hard and fast rule on it, but you're all right as long as you have men of good will working on it.

MR. BAIRD: That is assuming this Fitness Report is more complicated than it really is. I think if you read the Report and the handbook you won't have much difficulty. If you still feel it is difficult it seems to me it is up to the component head or the Career Service head to give that component's line on the Reports. I would think that you could do that. I mean, Red, if you felt your people, generally speaking, had a tendency to overrate, that you could point that out.

COLONEL WHITE: I agree with everything that has been said. But talking about men of good will--there is no magic about whether a man signs it or doesn't sign it. These things take a lot of time. If on each one you have to review you have to sit down with the rater and make sure you don't have a difference of opinion, that takes twice as much time, and I don't see any magic about whether it is signed or not signed. If it is signed and I say, "I disagree on these points, and these are my reasons" - and if he says, "I still think I'm right" then I would say, "Fine. Stick by them" - if he still felt that way. But psychologically I see the point, all right.

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MR. [REDACTED] There is one point where you can get into real difficulty, and that is if it has been made up and shown to the ratee, and then you asked that

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it be changed. I have one like that. You are really in a terrific spot. So, instead of doing that I am writing a memorandum for the record saying how I disagree, and then I am going to discuss that with the other guy, but to ask the supervisor to take it back and go through the business of undoing what he has already done, that is pure murder. It's very difficult to do.

MR. REYNOLDS: We have a representative from the General Counsel here. 25X1A9a
I'd like to ask [REDACTED] if he has any opinion as to this Fitness Report in a court of law? 25X1A9a

MR. [REDACTED] I don't think the issue you are arguing makes a bit of difference in a court of law. 25X1A9a

[REDACTED] There is nothing in the policy as it stands which wouldn't encourage sending back a report you felt was way off beam, if you said, "Are you sure this is what you mean?"--so you get considered judgment, and at that time if there was anything generally wrong, point it out. But the effort is to get the supervisor's opinion on this.

25X1A9a MR. [REDACTED] I think the principle here in the handbook is very good and better stated than in the regulation, and I have suggested it be changed to meet what the handbook says. I don't think there is any other way to do it that is fair to the individual and morally acceptable, except the way this handbook sets it forth.

MR. REYNOLDS: Any further questions?

25X1A9a MR. [REDACTED] Yes, there are two questions. At the end of paragraph 1 there is a statement that this Report will be used for everybody through Grade 15, but the supergrades will be evaluated in memorandum reports prepared by their supervisors. Does this mean we're going to have another regulation to cover the memorandum reports by the supervisors?

25X1A9a MR. [REDACTED] That was proposed to the Council and adopted by the Council. I'm not sure the Council realized they were changing policy at that time. I'm glad you raised that point, because I had forgotten about it.

MR. KIRKPATRICK: You still haven't answered the question.

25X1A9a MR. [REDACTED] I think not.

MR. REYNOLDS: I don't see any reason why a regulation is necessary, Dick.

25X1A9a MR. [REDACTED] I thought if there was going to be one, it should be incorporated in this one.

MR. REYNOLDS: I see no reason for it, and General Cabell feels there are too many regulations anyway.

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MR. [REDACTED] Could we think about the substance here? Is it appropriate to write a memorandum evaluation for supergrades? Is that what you would like done, rather than filling out a form?

MR. REYNOLDS: I don't consider that is a question that is up to this Council; it's up to the Supergrade Board.

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MR. [REDACTED] The Council has already passed that.

MR. REYNOLDS: Leave it the way it is and we will bring it up at the next meeting of the Supergrade Board. Is that satisfactory, Dick?

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MR. [REDACTED] Oh certainly. I couldn't possibly object to that. But the query I have in my mind is on the question of whether it wouldn't be advisable to allow, in the supergrade category, the alternative of using the form or using a memorandum report. Leave it up to the individual concerned on the man to be rated, and how he wanted to handle it. I can see certain advantages to using the form for certain supergrades.

MR. REYNOLDS: Make it optional.

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MR. [REDACTED] Make the regulation optional.

MR. REYNOLDS: Any objection to that? If not, it is so ordered.

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Any further questions?

MR. [REDACTED] Only one other question, a question of language. There is a sentence on page 3 of the handbook, in paragraph 2.f., which seems to be minus a word or words.

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MR. [REDACTED] "...was further, and quite markedly..."

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MR. [REDACTED] "...and presented a task force..."

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MR. [REDACTED] That should read, "...and presented to a task force..."

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That raises a point, Dick. May I ask the Council if they would be willing to have Mr. [REDACTED] and the Chief of the Regulations Control Staff and myself make sure that editorial changes such as that are made, and guarantying to the Council there is no change in substance? Is that agreeable?

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COLONEL WHITE: It's all right with me. Sure.

MR. [REDACTED]: There are a lot of little things that have to be done at the last moment.

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MR. [REDACTED] If you leave out GS-4's of a certain category, they fall between two stools.

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MR. [REDACTED]: I have four or five little things of that kind that I would like to see changed.

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MR. REYNOLDS: If that is satisfactory, it is so ordered.

Any further questions on the Fitness Report?

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[REDACTED] I will try my best to present the policy on reviewing the way it is in the manual, just the way it is stated there, and to bring out what would be in line with this policy.

May I be excused, then?

MR. REYNOLDS: Certainly, sir. Thank you.

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. . . [REDACTED] retired from the meeting . . .

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MR. REYNOLDS: Mr. [REDACTED], the Deputy General Counsel, is a guest today

and he will report on the package legislation and its present status. Mr. [REDACTED]

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MR. [REDACTED] I would like to report on the specific Bill itself, and Mr.

Paul will brief you on the moves in getting it to the Bureau of the Budget, and from there on.

We have made certain additions to this legislation since the Council last considered it. The first, while it is not primarily a concern of the Council, just for information it concerns certain amendments to the logistics authorities that we have, so that this is not completely a Career Service benefit Bill. I won't go into those here.

The second addition will permit us to pay storage of household goods and effects without regard to emergency conditions. As some of you well know, we at present can't pay storage costs for people in non-emergency areas, such as WE, [REDACTED] and in WH. Under this addition which we made, we could do that. This merely brings us into line with State's authorities.

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MR. BAIRD: Only overseas, or not domestic?

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MR. [REDACTED] This would not be domestic. It would be in territories, though.

The next is a very minor technical thing, to authorize charging to the Fiscal Year when travel begins, for people on TDY travel. We presently have that authority for PCS travel, but we didn't have it for TDY travel. It's a very minor amendment.

The next addition which we have found necessary in view of the provisions of the proposed Overseas Allowances Act is to put in our legislation basic authority to pay foreign post differentials and territorial post differentials. The general authority for that would be repealed by the proposed Overseas Allowances Act,

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so we are putting it in here at this time so it will be safe for us. Also, in a similar vein, we have put in a section exempting overseas quarters and cost of living allowances from taxation. That is presently covered by general language which would be repealed by the Overseas Allowances Act and made more specific to cover allowances paid under that Act. Therefore, we need it ourselves if we have specific authority.

Those cover the additions that we have made, other than minor technical corrections, since the Council last considered it. Are there any questions?

Mr. Paul can tell you what the plan of strategy is for this.

MR. PAUL: There isn't much to say there except that the draft, as soon as it is out of the duplicating machines, will be forwarded to Roger Jones, the Assistant Director of the Bureau of the Budget, who will carry the ball from there. You all know, I suppose, what is involved there? It has to be coordinated with a number of different agencies. There is a peculiar problem with this in that it is in competition, so to speak, with the Overseas Allowances Act, if the Administration is going to push that Bill this year, and we don't know what the outcome is going to be there. The reaction of the Civil Service Advisor and the Civil Service Commission on this legislation is not yet known, but we have a feeling that in some respects anyway, it is going to be hostile, again tied in with the problem of their preferring Government-wide legislation. I'm afraid that is about all there is to report now. The Bureau of the Budget has agreed to receive it and study it, although we haven't heard the final word from Phil Young yet.

MR. REYNOLDS: Any further questions on these two points, gentlemen?

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MR. [REDACTED] Does it look as though there would be any action taken on it this session? Will it ever get that far that fast?

MR. PAUL: It's a little too early to say.

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MR. [REDACTED] I was referring to the coordination through Government.

MR. KIRKPATRICK: We will get it to Congress, I think.

MR. PAUL: We will get it to Congress unless it gets tripped up somewhere in the Administration. Normally we would have enough time for agency coordination.

MR. KIRKPATRICK: I think we will get it to Congress but I wouldn't put the odds at more than 40-60 that it gets through, because it's an election year and they are going to be busy.

COLONEL WHITE: It's always possible it won't get to Congress, because we have had this thing over at the Civil Service Commission, at the Bureau of the Budget's request, for almost two months. We were requested to touch base with the

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Bureau of the Budget before forwarding it, and after sitting on it for two months they finally said that Mr. Young had not had time to look at this and we might as well go ahead and put it into the Bureau of the Budget. So I would say we hadn't had too much cooperation from Mr. Young.

MR. KIRKPATRICK: This is the type of thing where having a friend of the White House like General Doolittle might cut all of the Gordian knots that have been holding it up. Because it is quite true that the Civil Service Commission is going to be distinctly unenthusiastic.

x MR. REYNOLDS: Any further questions on this point?

If not, I would like to have you take up item 7 on the agenda here.

. . . Mr. [REDACTED] retired from the meeting . . .

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x MR. REYNOLDS: Item 7 concerns the "Status of CIA Military Reservists." I'd like to explain to those of you not familiar with this, that recent Reserve legislation requires the immediate screening of military reservists as to ready or stand-by status, based on availability for mobilization recall. As a result of agreement between the Secretary of Defense and the Director of CIA the Agency will accomplish this screening for its employee-reservists, and a commitment has been made by the Deputy Director to furnish these listings to the Secretary of Defense by 1 March 1956. This deadline does not permit the usual extensive coordination. The Secretary of Defense has granted to us the authority to do our own screening rather than have the screening done by the Services. We should take full advantage of this benefit. The notice explains Agency policy to the supervisor and grants individual reservists the opportunity, which is his by law and Department of Defense policy, of expressing a preference.

This notice has been carefully prepared by our Mobilization Planning Staff and has been cleared with General Counsel and Regulations Control Staff, and it is known to [REDACTED] and the other two commanding officers of the two detachments.

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✓ MR. KIRKPATRICK: I move it be approved.

x . . . This motion was then passed . . .

MR. REYNOLDS: Rud, would you rather postpone that "Cancellation of Membership in the Career Staff"--

MR. [REDACTED]: There is no terrible deadline on that.

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MR. KIRKPATRICK: If you are going to skip it to another meeting, when you come back with it will you advise us who asked for it and when and why, and how many people in this area would now be under consideration for deletion from the Career Staff? Because I consider this another additional unnecessary action that we can take. If somebody is bad enough to drop from the Career Staff, let's make the drop complete and drop him out of the Agency. I just think we're going to complicate Agency procedures to the extreme where we won't have the time, money or personnel to handle them.

25X1A9a MR. [REDACTED] This is a Selection Board referral. It was gone over by the Selection Board.

25X1A9a MR. [REDACTED] Do you want to discuss it now?

MR. REYNOLDS: I'd rather not discuss it. We will delay that, and I think the Selection Board had better take another look at it.

MR. BAIRD: I don't think the Selection Board thought it was going to be quite as complicated.

✓ MR. REYNOLDS: I think we have to have another reading on it.

Item 6 on the agenda is a routine action. We would like to have your approval of that.

25X1A9a MR. [REDACTED] That is referred by the Career Development Committee of the Council.

25X1A9a MR. [REDACTED] There's nothing controversial about this.

MR. REYNOLDS: It's the combining of the two.

MR. BAIRD: It's more of a report.

✓ MR. KIRKPATRICK: I move item 6 be approved.

25X1A9a MR. [REDACTED] Second.

✱ MR. REYNOLDS: And that would include agenda items 6.a. and 6.b., Kirk?

MR. KIRKPATRICK: Yes.

. . . This motion was then passed . . .

MR. REYNOLDS: The next item on the agenda is item 8. I will give you the background of this. It was felt that in view of the fact there had never been any notice on people who had been given special awards it might be an item which this Council would approve for issuance over the Director's signature. I personally discussed it with Colonel White and with General Cabell, and they both agreed we should take a look at it and see if it was the wise and sensible thing to do.

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25X1A9a MR. [REDACTED] I am opposed to it.

MR. KIRKPATRICK: Has this been presented to the Security Office?

25X1A9a MR. [REDACTED] Yes.

MR. KIRKPATRICK: I think it's a very foolish thing to start speculation as to why they got the awards.

25X1A9a MR. [REDACTED] Precisely.

COLONEL WHITE: It was approved for submission to this Council, but I have exactly the same fear.

MR. KIRKPATRICK: We fought over the business of these awards long and hard. I will agree that some of these awards you would get and put them in a safe and put the citation in the safe. All this will accomplish, if this were circulated through the Agency, is the most widespread corridor gossip over why so and so got the Distinguished Intelligence Medal, and so and so got the National Security Medal, and I think it would blow security high, wide and handsome on some very important operations.

MR. BAIRD: What about the military awards?

25X1A9a MR. [REDACTED] They have all been published.

COLONEL WHITE: For the Army and Air Force they have all been published in their own documents. But the people in this Agency would never know it. For instance, I for one was not aware of even one of these Armed Forces awards.

MR. BAIRD: I was wondering if we couldn't compromise and give just this list [Awards of the Armed Forces], and then say that in the past year there have been three National Security Medals, three Distinguished Intelligence Medals--

MR. KIRKPATRICK: Matt, why start speculation?

25X1A9a MR. [REDACTED] I am on the Honor Awards Board and we sat with Security and they did approve this. We are planning an exhibit at the County Fair in which we were going to have samples of all the medals, and then say three of this, five of this, and so forth--obviously not the names. What is the point in having it if we don't show that in the Agency we have a program of this kind?

25X1A9a MR. [REDACTED] For one thing, at the moment the whole program is in controversy because the Director isn't at all sure the program is what he wants at all.

MR. KIRKPATRICK: I don't mind showing the medals. I think that is fine. But I think you are really getting into a "need to know" when you show how many have been awarded.

25X1A9a MR. [REDACTED]: Everybody knows you have the program.

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MR. BAIRD: The names I couldn't agree with you more on, Kirk, but the numbers at least shows there is a program, and then if you want to give the names of these awards of the Armed Forces--because, unless I am mistaken, they are not classified.

25X1A9a MR. [REDACTED] I don't know who they are.

MR. BAIRD: Three are JOT's and they received them while in the military, while serving their hitch in the military in OCS.

25X1A9a MR. [REDACTED] What has it to do with us then?

25X1A9a MR. [REDACTED] All of these were recommended to the Honor Awards Board for service they did for CIA, except these kids that got a Good Conduct Medal. They appeared before our Board and were approved, and we asked the Armed Services to please award them a medal for us.

25X1A9a MR. [REDACTED] After the Director approved we asked for them.

25X1A9a MR. [REDACTED] So these are just as much Agency awards as the fellows on the first list, because we took the initiative and recommended them.

MR. REYNOLDS: Then it is the wish of this Council that this entire suggestion be scratched, destroyed and forgotten?

25X1A9a MR. [REDACTED] I don't think that just yet. For instance, there does not appear on this list but there is on the Director's desk several DD/I awards - three names, and we think he is going to sign them. I see no reason why those should not be given some Agency publicity.

25X1A9a MR. [REDACTED] This is internal publicity. It's classified.

MR. KIRKPATRICK: So is this, Rud. This is classified "SECRET."

COLONEL WHITE: It will be known, though.

MR. KIRKPATRICK: Maybe in ten years we can do this and do it securely, but right now we haven't reached the stage of maturity where we can do this sort of thing.

COLONEL WHITE: It will be known in DD/I, and the DD/P probably know about some of these.

25X1A9a MR. [REDACTED]: The people most concerned should be the rank and file that are aware this program is being used.

MR. KIRKPATRICK: We have an Agency regulation on the awards, so people do know there is a program.

25X1A9a MR. [REDACTED] More reason, then, to show something is happening.

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MR. KIRKPATRICK: I think there is enough knowledge about what is happening. I'm sure the people that were in the areas where some of these awards in the Clandestine Services occur, know who got what, approximately, or that they were rewarded, and I think that is the important part about it. But I just don't think where you are going to give awards for highly sensitive operations, that you can advertise them. I think that is one of the hazards of the traffic.

COLONEL WHITE: It's a question of degree. We all recognize that you can't wear the medal, that you have to take it home and lock it up. This is not the same thing, but the same principle. You can't have security and publicize it at the same time on this sort of thing.

25X1A9a MR. [REDACTED] Von, I will concede to you that the position of the DD/P element on a matter of this kind does, probably, injury and harm to your shop, when you take it from the standpoint of the Agency as a whole. I am quite prepared to concede that. But, on the other hand, I in good conscience can't vote for the proposal.

MR. KIRKPATRICK: And neither can I, because I believe in having one Agency, not two or three, and I think if the DD/P has to have it one way, that the DD/I, in order to give the DD/P cover, as part of your responsibility, ought to go along with it.

25X1A9a MR. [REDACTED] All right, but I fail to see why numbers does any injury.

MR. BAIRD: It actually means it's being used.

✓ MR. KIRKPATRICK: You mean you don't think it is enough to say "these medals have been awarded"? Actually, three [National Security Medals] is wrong. This is an intelligence medal awarded by the recommendation of the Director.

25X1A9a MR. [REDACTED] It's the President's medal, not an Agency medal. Sorry. At least, that is the way it has been set up.

25X1A9a MR. [REDACTED] And if we have this in the County Fair year in and year out those numbers will grow and mean something.

MR. KIRKPATRICK: What do you think, Dick, on numbers? It's a great American trait to play the numbers racket and speculate on who got what.

MR. BAIRD: So what?

COLONEL WHITE: You would have speculation from all of your military visitors who come to your Country Fair.

25X1A9a MR. [REDACTED] I think for our military visitors it would be a good

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thing for them to see some people in the military are being awarded medals by CIA.

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MR. [REDACTED] Every guy who comes over here that is a Colonel and doesn't get one, is out of joint. I'm sorry - I'm being difficult about this one.

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MR. [REDACTED] I can perhaps understand the names, or, at least, I don't consider I am competent myself to judge that.

MR. BAIRD: You are the one that has a legitimate reason to say "yes"

or "no."

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MR. [REDACTED]: I don't see the need for the numbers, I swear I don't.

MR. BAIRD: It's not the "need"--

MR. KIRKPATRICK: If you have any argument that this is going to enhance the display of the medals--if people don't believe we have awarded them when we say we have, they are not going to be anymore convinced if we say three National Security Medals, etc.

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MR. [REDACTED] I have no objection if you want to put under the National Security Medal: "This is the medal Mr. Hoover was awarded."

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MR. KIRKPATRICK: Or Admiral Wenger.

MR. [REDACTED] It seems to me if you have a real reason to show the harm the numbers would do, then we can only agree to it.

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MR. [REDACTED] The only thing I can say about that, Von, is that if you put under the National Security Medal "3 of these medals have been awarded", it seems to me that even a reasonably curious person is going to find out to whom they were awarded, since it is the highest decoration available, and in the process of attempting to find that out it seems to me they are getting into a lot of things which don't concern them, that is all.

MR. BAIRD: Will they get very far?

MR. KIRKPATRICK: We fought this battle over a year ago, or two years ago, on the very issue of whether people could wear them or not wear them. And, once again, the two sides of the house were opposed, and the Clandestine Services can't wear them. It seems to me this is part and parcel of the same thing. The awards are fine for the stimulation of esprit de corps, morale and achievement, but I think we have to accept the fact they are simply not going to be publicized except for the fact they exist. But I couldn't agree with Dick more, that numbers start speculation, and our job is to keep security.

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MR. [REDACTED] We never, in the discussion in the Council, reached that point. We agreed, I think, in the Council, that it was a classified matter, and

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therefore no lapel pins would be issued or used.

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MR. [REDACTED] They have been.

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MR. [REDACTED] Only on the National Security Medal, on which we have no choice, and people in the Agency are wearing their lapel buttons, so the people in the corridor say, "What is that you've got?" So it's in the corridor. But the point which was devised here is that this is a classified, CIA Internal Use Only matter. It is just as much classified as anything else. Now, I grant you if we aren't mature enough to avoid the speculation, then that is another thing. We have to grow up to it.

MR. KIRKPATRICK: Let's table it for ten years, Mr. Chairman.

MR. REYNOLDS: It is so ordered.

Any further business to come before the meeting? If not, the meeting stands adjourned.

. . . The meeting adjourned at 5:05 p.m. . . .

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